

Michigan Regional Skills Alliances Pre-Bid Workshop



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Good afternoon! My name is Brenda Njiwaji, I am the Interim Director of Workforce Programs in the Dept. of Labor Economic Growth.

On behalf of our director, David Hollister, I would like to welcome you to the first Michigan Regional Skills Alliance Pre-Bid Workshop. **Director Hollister is unable to be here today, due to previously scheduled meetings. However, he sends his greetings & best wishes for a successful workshop.**

I would like to **thank Career Alliance, our local Michigan Works! Agency here in Flint**, for allowing us to use their facility today.

Today, we take the first steps in the development of Michigan RSAs. RSAs are locally managed partnerships formed to address strategic workforce issues that affect groups of firms in the same industry in a specific region.

The State of Michigan, in partnership with the Charles Stewart Mott Foundation, will provide one-year startup grants totaling \$1,050,000 for initial development of up to 12 RSAs across the state.

At this time, I would like to **recognize Jack Litzenberg, Senior Program Officer from the Mott Foundation. Would you like to say a few words, Jack?**.....

We have a full agenda with a lot to cover, so let's begin with an introduction of my distinguished co-presenters-all from various parts of the department.

Presenters



- **Brenda Njiwaji, Interim Director, Workforce Programs, DLEG**
- **Ardis Cazeno, Director, Labor Exchange Services, DLEG**
- **Diana Carpenter, M-TEC Program Manager, DLEG**
- **Bruce Weaver, Acting Director, Labor Market Information & Strategic Initiatives**



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Introduction of Other Presenters

Speaker 2 – Ardis Cazeno, Director, Labor Exchange Services, DLEG

Speaker 3 – Diana Carpenter, M-TEC Program Manager, Bureau of Labor Market Information & Strategic Initiatives, DLEG

Speaker 4 – Bruce Weaver, Acting Director., Bureau of Labor Market Information & Strategic Initiatives, DLEG

You can see from the different departmental areas represented here among our presenters, that the RSA concept requires a joint effort, team approach. This is as true for forming & operating partnerships at the local level, as it is for us in state government.

Self- Introduction of Attendees or -

If group size prohibits, acknowledge that the group consists of representatives of local businesses, the local workforce board, etc., as indicated by the registration list.

It looks as though we have a diverse audience here today & we're glad you could make it to this session.

Overview of Session Agenda & Handouts

I hope everyone received a packet when you registered your attendance with us today. If not, raise your hand & we'll get one for you right away.

Let's take a few minutes to go over what's included in your packet. It should contain:

- 1) Agenda
- 2) Two-pager "What is a Michigan Regional Skills Alliance?"
- 3) RSA Application & 4) RSA Request for Proposals (RFP)
- 5) RSA Overview & 6) Examples of Partnerships Similar to RSAs
- 7) Applicant Resources
- 8) Regional Profile for Industry Targeting
- 9) Copies of today's Power Point Presentations, and
- 10) Workshop Evaluation Form
- 11) Department (DLEG) Overview
- 12) Note Cards

(Reference any additional resource materials available at the registration desk.)

Housekeeping Issues - Since we have a lot to cover, the agenda is structured without breaks. The restrooms are located-----

Agenda



- Introducing MiRSAs
- Development and partnerships
- Grants
- Application process
- Application resources
- Questions and answers



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Here's A Brief Agenda Overview

1. I will begin with some introductory remarks about RSAs – What they are, their importance, and why the State is promoting them.
2. Ardis Cazeno will provide additional info on RSAs—their development, examples, etc.
3. Then, Diana Carpenter will walk you through the application & RFP process.
4. Bruce Weaver will describe the labor market information resources to assist you in developing an application, and technical assistance available after grants are awarded.
4. Finally, although we will take some questions during the course of the workshop, we'll conclude by using a panel approach to answer any remaining questions. This is where you **Use the notecards**

Definition of a MiRSA



**Employer-driven and focused partnerships
that address workforce needs in a specific
region and industry sector**



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Definition of an MiRSA:

An employer-driven and employer-focused partnership

**(comprised of workforce/economic developers, educators,
community-based organizations, govt. entities)**

**formed to address workforce needs in a specific industry and
geographic area.**

Workforce Needs



- Worker shortages
- Skill shortages
- Training mismatches
- Recruitment and retention
- Process improvement



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RSAs can address a variety of workforce needs such as:

- **worker shortages**- resulting from labor supply issues (recruitment strategies or change in existing workforce utilization)
- **skill shortages**- resulting from changing technology (require incumbent worker training or increasing supply of new workers entering field)
- **training mismatches**- too much/too little training versus demand
- **process improvement**- systemic changes in work operations or job definitions

Other Benefits From MiRSAs



- **Marketing and promotion**
- **Licensing and regulatory issues**
- **Economic development policies**



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An RSA may be formed with one objective or goal in mind, but as a result of the collaborative partnerships developed, may actually discover benefits to their businesses, or organizations, or associations, in may other areas such as:

Marketing & Networking

Licensing and regulatory issues

Economic development policies

What MiRSAs Are



- **Employer-driven and focused**
- **Long-term industry relationships**
- **About building coalitions**
- **About leveraging resources**



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I'd like to expand on what RSAs are and what they are not

First, RSAs are employer driven & focused. Employers play the major decision-making role. **Employer involvement is crucial to the process.**

They are not about conveners determining & charting the course. Conveners pull together and mobilize the key players and facilitate the RSA process. Experience around the country shows that the appropriate convener for a given RSA could come from a lot of different places -- industry association, labor organization, workforce board, community college, chamber of commerce, or others.

RSAs are about building long-term relationships among public & private sector stakeholders in key industries that work on many initiatives over time.

They are not short-term projects for one year.

RSAs are about building coalitions which focus on deepening both the trust & knowledge among the partners so that over time, the partners can anticipate changing conditions and swiftly respond to them. The labor market is constantly changing. RSAs provide a structure that encourages on-going engagement of stakeholders to address changing workforce needs.

RSAs are about leveraging resources, utilizing existing resources more strategically to yield the greatest most lasting benefit to all parties involved.

What's a Region?



- **County or multiple counties**
- **Region determined by what makes sense for industry coalition and workforce issue resolution**



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A region can be defined as a single county, multiple counties or statewide.

The geography for a given alliance must be determined by what makes sense for addressing the workforce opportunities and challenges in that industry.

A county is the minimum size geography to be considered sufficient to be certified as a Michigan RSA and to receive a startup grant.

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MiRSAs' Distinct Features



- Multi-firm, industry-based
- Regional labor market
- Systemic and structural
- Convener



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Let's recap RSA distinguishing features

1. RSAs comprise multiple employers within an industry sector. The industry sector is a significant part of the regional economy but need not be the principal industry in the area. **Industry sector – one industry or a group of related industries.**
2. RSAs are regional in geography and reflect the local labor market. Participating firms draw on a regional labor pool of people who live and work in the region.
3. RSAs seek to resolve system-wide and structural problems within the industry. These system-wide problems may involve developing training, recruitment, retention or work process restructuring solutions.
4. RSA stakeholders are brought together by a **convener**, an organization with expertise in the industry and credibility among partner entities. A convener engages relevant public and private stakeholders in collaborative problem-solving.

Why Are MiRSAs Important?



- **Business climate**
- **Competitiveness**
- **Joint problem-solving**
- **Cost-effective**



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Why are RSAs important?

In a time of rapidly changing & competitive markets, employers must diagnose their challenges quickly and accurately, and immediately identify strategies for addressing them.

Promote positive business climate. Employers who participate in RSAs tend to see the business climate as friendly and supportive—this is great for business retention

Build regional wealth – as industries in area prosper, they tend to attract suppliers who benefit from the proximity to their customers and similar businesses that benefit from the availability of skilled workers.

Improve industry's competitiveness. Industries that devise ways of constantly upgrading the skills of their workers are far more likely to remain competitive. Because a skilled & knowledgeable workforce is more likely to be creative and innovative.

RSAs provide for joint problem-solving with greater flexibility. Currently, many workforce and economic development efforts are disconnected & are often reactive, dealing with circumstances & needs of individual workers & firms, one at a time.

Cost Effective - When all firms within a sector deal with the same workforce issue simultaneously, costs can be shared among the partners.

Why Is State Promoting MiRSAs?



- Stimulate development
- Workforce system leadership
- Workforce solution partnerships



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So why is the State promoting the formation of Regional Skill Alliances?

To stimulate state growth & development. This is one of the many initiatives outlined by Governor Granholm to stimulate job growth and develop workers into a 21st Century world-class workforce that is globally competitive.

RSAs rarely arise spontaneously. Most often, some entity stimulates their development and provides various types of support.

The state's workforce system will play a leadership role in encouraging and supporting the development of RSAs. Michigan will be the first state to establish a statewide strategic initiative for the operation of RSAs.

First we will provide grants for initial start-ups. The state will also provide on-going technical assistance for not only these 12 start-ups but for other skill alliances across the state.

Through various state promotions, we are hoping to **raise awareness about RSAs and increase public & private sector use of the state workforce system.**

Goal



Stimulate and accelerate the formation of MiRSAs across the state, creating regional coalitions to ensure prosperity for key industries and their workers.



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Overall Goal:

To stimulate and accelerate the formation of Michigan Regional Skills Alliances across the State, creating regional coalitions to ensure prosperity for key industries and their workers.

Ardis Cazeno will now talk about: how RSAs get started, funding, participant roles, and other partnership examples.

How Do MiRSAs Get Started?



- There's no one path
- Start and build over time
- Needs assessment



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How do Regional Skill Alliances get started?

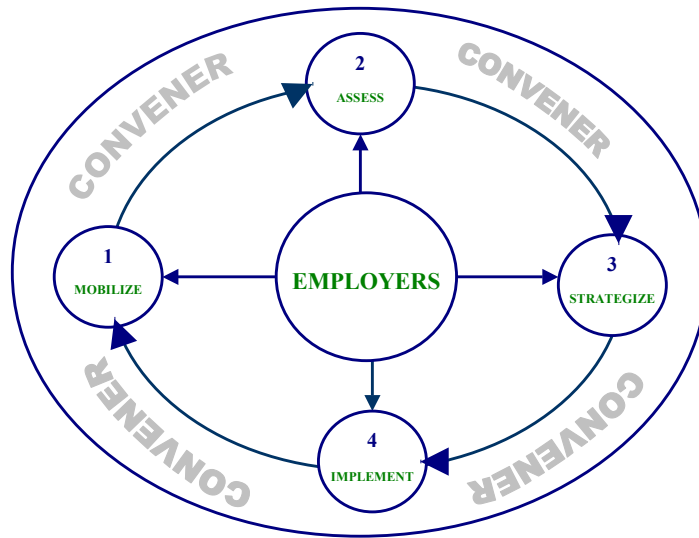
There's no one, clear path. Examples of how they might start include:

- An industry association recognizes a need among its members.
- A local workforce board brings together key leaders in a sector to explore joint work.
- A community college sees an opportunity within an industry with whom its working closely.
- Some local economic developers build a working group in a key industry in the local economy.
- A labor union convenes the conversation among firms in an industry.
- A community-based organization starts the partnership as an approach to connect at-risk workers to paths to better jobs.

Most start & build over time. Partners need to get to know each other, especially employers and educators & employers and service providers. People are typically cautious and look for concrete early win opportunities.

Most RSAs start by doing a needs assessment – By looking at information about the state of the industry – it helps to build a shared understanding of the challenges and opportunities. **Bruce will be talking about some of that industry information a little later.**

Role of Convener



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Role of the Convener

This diagram illustrates that although an RSA is employer- driven, a Convener facilitates the partnership.

The **convenering organization facilitates** the development of the RSA and **expedites** the overall process.

- The **Convener**: Facilitates the **Mobilization**, or the bringing together, of the various partners
- The **Convener**: Facilitates the **Needs Assessment**
- The **Convener**: Facilitates the **Strategizing & Planning** process
- The **Convener**: Facilitates the **Implementation** of the RSA

The Convener is not the decision-maker, but rather, the facilitator of the discussion that leads to decisions by the partners.

How Do You Fund the MiRSA?



- Early costs
- Biggest cost
- Costs shared
- Grants cover startup phase



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How do you support and fund the work of an RSA?

From other models around the country, we've learned that:

- **Early costs** are usually pieced together by the partners.
- Costs vary depending on what the RSA chooses as its initial objective to accomplish – for that reason some choose a relatively low-cost first objective.
- Costs vary depending on whether or not the partnership already has some existing structure.
- **Biggest cost** tends to be for someone to dedicate their time to convening and facilitating the RSA.
- The majority of the **costs are shared** - early on - among the partners.
- Those who are awarded this **current grant will be able to use it to cover costs associated with the startup phase.**

Don't depend on grants for the long haul –

- Good RSAs are long-term partnerships. **Special grants from the State or federal government, or foundations, typically only last 1 –3 years at most.**
- As part of your early planning, you should construct potential economic models for paying for the RSA over time. This is a key partnership issue that needs to be on the table from the outset.
- Sources of funding might include: 1) funding from member companies, based on the value the RSA brings to them; 2) funds from existing agency budgets that can be redirected to this strategy; 3) membership or user fees for the RSA, or 4) funding from the state or federal government.

Partnerships Similar to MiRSAs



- **WIRE-NET – Westside Industrial Retention and Expansion Network (Cleveland, OH)**
- **Primavera Works (Tucson, AZ)**
- **Cooperative Home Care Associates (NYC)**
- **Project QUEST (San Antonio, TX)**



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Partnerships Similar to RSAs

Your packet includes descriptions of several examples of collaborative partnerships similar to Regional Skill Alliances. These brief vignettes were selected to provide a sense of the range of possibilities open to potential sectoral partnerships. **We have purposely not included any existing Michigan partnerships, in our examples, to eliminate any perception that they might receive special consideration in the grant application process.**

WIRE – NET Westside Industrial Retention & Expansion Network
(Cleveland, OH)

- Primavera WORKS (Tucson, AZ)
- Cooperative Home Care Associates (New York City, NY)
- Project QUEST (San Antonio, TX)

WIRE-NET



- Provides to Cleveland manufacturers:
 - Workforce development and training
 - Manufacturing improvement
 - Community investment
 - Expansion and relocation services



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WIRE-NET -

Works with Cleveland manufacturers to provide:

- Workforce development & training
- Manufacturing improvement
- Community investment & redevelopment; and
- Expansion & relocation services

Founded in 1988, the organization serves more than 150 members & is a model for employer-led associations around the country.

WIRE-NET provides its members with numerous services including sales and marketing forums, technology roundtables, finance development assistance, industrial real estate services, & a workforce development & job placement program.

WIRE-NET's Work Source program matches employer needs with local training programs, & has helped revitalize Cleveland's west side. WIRE-NET also used its knowledge of precision machining to coordinate a training program for low-income people with the nearby NASA Glenn Research Center. The creation of a qualified workforce has significantly contributed to the retention & growth of many of Cleveland's west-side manufacturers.

Primavera WORKS



- Training and support for homeless and low-income persons
- Day labor service for businesses
- Jobs in construction, janitorial services, light manufacturing, data entry, landscaping/groundskeeping



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Primavera WORKS

Provides training & support to help homeless & low-income persons become reliable, entry-level workers for Tucson-area employers.

- In addition to permanent placements, Primavera WORKS also functions as a day-labor service for Tucson-area businesses in need of daily workers, short-term crew work, or temp-to-hire positions.
- Primavera specializes in placements in construction, janitorial services, light manufacturing, data entry, landscaping & grounds keeping.

By providing motivated & trained workers for short-term projects, Primavera eliminates business costs for interviewing, payroll activities, workers' compensation, and unemployment insurance. Primavera also provides transportation, lunch & safety gear for its workers – ensuring better performance & working conditions for the often exploited day-labor workers. Primavera serves an average of 900 people each year – 350 through its day-labor program.

Primavera is able to provide training & support for workers in their target population of homeless & low-income, as well as supply contingent workers for a range of occupations. Workers in those occupations gain improved working conditions & benefits. **Primavera's approach seeks to improve conditions for all of the contingent workers in the area.**

Cooperative Home Care Associates



- Worker-owned and employer-based
- Provides home health aide services
- Improved quality of jobs
- Career ladders
- Influenced industry practice
- Effected policy change



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Cooperative Home Care Associates (CHCA)

- Is a worker-owned cooperative & employer-based training program
- Provides home health aide services in New York City's South Bronx & Northern Manhattan

The cooperative was launched in 1985 as part of a strategy to improve the low-wage occupation of the home health aide. As CHCA developed, the organization's strategy became focused on establishing a business entity to demonstrate how the home health care job could be improved, with a goal of spreading those practices & becoming a "yardstick" against which other firms would measure themselves.

The home health aide workforce is overwhelming female & typically low income. It often includes former welfare clients & is disproportionately made up of immigrants. Most of the jobs involve contingent work - the worker is dependent on having a patient to care for & when the patient is hospitalized or dies, the aide is temporarily out of work.

The job pays relatively little, provides less than full-time hours & offers no or limited benefits. Also, funds to pay for home health care come in part from government programs, which add an overlay of regulations not found in most industries.

Project QUEST



- Provides training for numerous occupations in multiple firms
- Health services, business systems and IT, and maintenance, repair and overhaul
- Addresses financial/social needs
- Careers for economic self-sufficiency



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Project QUEST (Quality Employment through Skills Training)

Founded in 1992, Project Quest has training tracks for numerous occupations within multiple industries. Services are focused on low-income, primarily Latino residents of the San Antonio area.

QUEST targets 3 industries: Health services, business systems/information technology, and maintenance, repair & overhaul.

Occupations are targeted based on demand by local firms & selection criteria, including wage rate, availability of benefits, & career-mobility potential.

Training is structured to address financial & social needs of the working poor as they participate in occupational training, & **QUEST supports training only for career tracks that can lead to economic self-sufficiency.**

System change has occurred through the creation of stronger links between area employers & community colleges. **QUEST has changed the way the community college system approaches remedial skill development**, facilitating easier access to degree-granting programs for those who first need basic skills education. In some instances, QUEST'S occupational analysis has helped employers restructure positions to make them more attractive to local workers.

Key Features of Partnerships



- Needs in any sector/industry
- Range of objectives
- Embraced systemic change



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Some Key Features of these partnership examples, include:

1) Partnerships were formed to address key needs in virtually any important sector/industry in the area. These examples focused on specific occupations in manufacturing, health care, construction, and the service sector. These sectors, and the specific occupational areas that the partnerships focused on, were chosen because they offer opportunities to address the needs of both employers and workers or potential workers.

2) Partnerships were formed with a range of objectives at the forefront, such as:

- A need to retain employers and jobs in key local industries
- A goal of providing opportunities for low-income residents to achieve economic self-sufficiency
- A desire to improve the pay & working conditions in traditionally low-wage occupations

Available Grants

- State of Michigan in partnership with Charles Stewart Mott Foundation
- \$1,050,000 for 12 MiRSAs
- Maximum award – \$100,000 per grant
- Grants for first-year MiRSA activities
- MiRSAs expected to exist at least 3 years



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Available Grants

As Brenda mentioned in her opening remarks, the State of Michigan, in partnership with the Charles Stewart Mott Foundation, will make \$1,050,000 available to stimulate and support the initial development of 12 Michigan Regional Skill Alliances.

The State does not expect to award over \$100,000 for any single grant.

Grants are for the first year of RSA activities.

With contributions from other sources, RSAs are expected to exist for at least a 3 - year period.

In most cases, RSAs will need a minimum of 3 years to successfully address the main problem or issue for which they were formed.

And now, the person you've all been waiting for - Diana Carpenter, who will cover the grant application process.



Michigan Regional Skills Alliances Application Process



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Application Process

Copies of the RFP and Application are in your packet.

There are 11 sections to the application. We will go over each one today.

In addition, we will discuss the question and answer process, timelines and the evaluation of RSAs.

Applicant Information

The first section is Applicant information. In this section we are looking for information about the convenor. A convenor is an entity with expertise in the issue area which also acts as an organizer of the alliance.

An applicant/convenor can be any of the following organization:

- Community Colleges
- Universities
- Workforce Boards
- Labor Unions
- Labor Management Collaboratives
- Chambers of Commerce
- Private Training Providers
- Business Associations
- Individual employers may apply on behalf of a group of employers

This is not an exhaustive list. What is important is that the applicant is known, trusted and has a strong relationship with the employers of the selected industry.

An applicant who says they are going to go out and get the employers will not be looked on very favorable.

Leading a RSA is a core element of the applicant's current mission - Conveners of the RSA should be key players in the community who have a role in solving the workforce needs in the industry and addressing the need for good jobs by community residents. Examples would be an organization who's mission is:

- advancing the industry
- advancing employees/workers
- educating and training the workforce
- building the regions economy

Stakeholders Actively Participate: Prior to the formation of an RSA, several future partners, including the convenor, recognize that they share one or more common problems and begin to work together to solve them. An RSA forms when the key partners agree on a joint approach to solving the workforce-related problems affecting their industry and region. We are looking for a description of how this process occurred for your proposed RSA.

Partners agree to role of applicant as the grantee. We are looking for letters from all the partners, signed by an authorized official, agreeing to the role of the applicant as the grantee. The letters should also include in-kind and cash resources being provided by the partner

Industry

By definition, a RSA focuses on solving workforce problems affecting multiple employers in a defined industry and region. RSAs are not necessarily focused on new jobs, but could also be on career advancement, workforce pipeline or additional skill and training requirements.

The Industry need not be a prime growth industry, **but must account for a significant share of local economic activity and employment.** An example would be manufacturing. Manufacturing is probably not a growth area but is a main economic foundation in many regions.

The type of documentation we are expecting is Labor Market Information, which can be found on the RSA website. A region should not be smaller than a county and must relate to an area where employer's draw from for their workforce. Currently there is data for 12 regions on the website. You are not limited to these specific regions. Bruce will take about this data in more depth later.

Tri-corridor Industries are welcomed but not required. The Tri-Corridor Industries are:

Advanced Manufacturing

Life Sciences

Homeland Security

Employer Involvement

RSAs are employer lead and focused partnerships.

RSAs focus on solving real and emerging workforce problems affecting businesses in a defined industry and region. We want you to describe how employer input was obtained during the application development.

We also want to know what proportion of industry employers in the region were involved. If not all the employers, describe why some choose not to participate.

In addition to how the employers were involved in the application process, we also want to know how the employers will continue to be involved in the RSA

Other Required Partners



- **Appropriate partner organizations:**
 - **Economic development**
 - **Community colleges**
 - **Business associations**
 - **Public workforce system**
 - **Training and education providers**
 - **Organized labor**



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Key partners will depend on the industry and geographic area to be covered.

Listed on the slide are potential key partner organizations.

Again, all partners should participate in the development of the application.

Problem Statement

A RSA focus is on solving real and emerging workforce problems. The problem statement needs to articulate the human resource problems facing the industry. Some examples might be:

- replacing an aging workforce;
- finding entry level workers with required skills and knowledge;
- providing training to their current workers
- Or any combination of the above.

These are not the only issues that might be facing an industry. They are offered as examples only.

RSAs should achieve changes in the industry and workforce that have mutually beneficial results for employers, workers, and the community. In describing the system changes to be achieved, be sure to include who's system: Within the business, in the supply chain, in the public workforce system, etc.

Implementing improvements to the region's human resource practices may include, but not limited to:

- employee recruitment,
- development of career ladders, and
- training and mentoring.

Other activities may include:

- revising and aligning training curricula in the region,
- addressing non-workplace issues such as transportation and other supportive services, and
- improving supplier relationships.

Skills Needs

RSAs are partnerships formed to address workforce challenges such as worker shortages, skill shortages, training mismatches, employee recruitment and retention within a specific geographic area and industry.

In addressing the Skill Needs component of the application, we want you to show us that the industry has such workforce challenges, that are not being met through existing institutions. This is information that employers and partners should be able to provide.

Wage levels are driven by the needs of the industry, but we have a special interest in lower wage jobs. RSAs should focus on the workers or potential workers at the lower wage end of the industry and work to improve opportunities to create career ladders in those jobs as well as in jobs at higher levels.

Self sufficiency can mean a career ladder system. The career ladder system does not necessarily mean in one company, it can be within the industry.

Current employment patterns and likely future employment opportunities must be included. We are also looking for information from employers that will support secondary data.

Outcomes

In section 7, we ask that you provide measurable outcomes. We want the applicant to show how they will measure the impact on businesses and workers and the system changes that improve the ability of people to gain employment.

The outcomes must support the state goals and objectives:

- Increase the employers use of and participation in the public workforce development system
- Seen by employers as an integral part of the community and the success of their businesses and the industry
- Provide solutions for entry level through senior level workforce needs
- Are completely supported by local public and private funds

Applicants must describe how achievement of these outcomes will be tracked during the life of the MiRSA.

Much like a business plan, the applicant must describe how they plan to address the issues identified in the problem statement and the objectives in the RFP. Because one of the state of Michigan's objectives is that RSAs go beyond the initial grant period, we are requesting a 3 year, detailed work plan that identifies tasks, timelines, processes and milestones to be accomplished by the project. The post grant information must be at a sufficient level of detail to show a logical pathway toward resolving the issues identified in the problem statement.

Because leading a RSA must be a part of the applicant's current mission, grant funds may only be used to supplement staff and other resources already available to the applicant and their partners. This includes activities such as:

- Staffing
- Primary research on skill gaps and possible responses, avoiding duplicating research conducted by the Departments Bureau of Labor Market Information and Strategic Initiatives
- Curriculum development
- Training
- Outreach to prospective workers

We also expect that the funds will not be used solely for research and planning activities. Proposed activities must include implementation of plans to resolve workforce issues identified in the problem statement. In addition, funds may not be used to purchase equipment or other capital investments.

For existing RSA like entities that apply, grant funds may be used to further the development and enhancement of the collaboration.

Partner buy-in and support is critical to the success of a RSA. We will be looking for evidence beyond a form letter, such as roles of the partners articulated in the application and in-kind and monetary

Capability and Qualifications




- Ability to successfully undertake this project
 - Industry/occupation knowledge and relationships
 - Valued role by industry
- Experience of leadership and staff
- Partnerships forged
- Central to current mission statement



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In this section we are looking at the ability of the applicant to meet the terms of the RFP. Key to their success is their knowledge of and relationship to the identified industry and occupations. In other words, the credibility the applicant has with the industry group.

We want the applicant to demonstrate their ability to perform the required work and describe prior experiences with similar projects.

Again, we are asking the applicant describe how management of a RSA is central to their current mission statement.

Qualified Personnel



- Biographies or resumes
- Education and experience of personnel assigned
- Time assigned to project



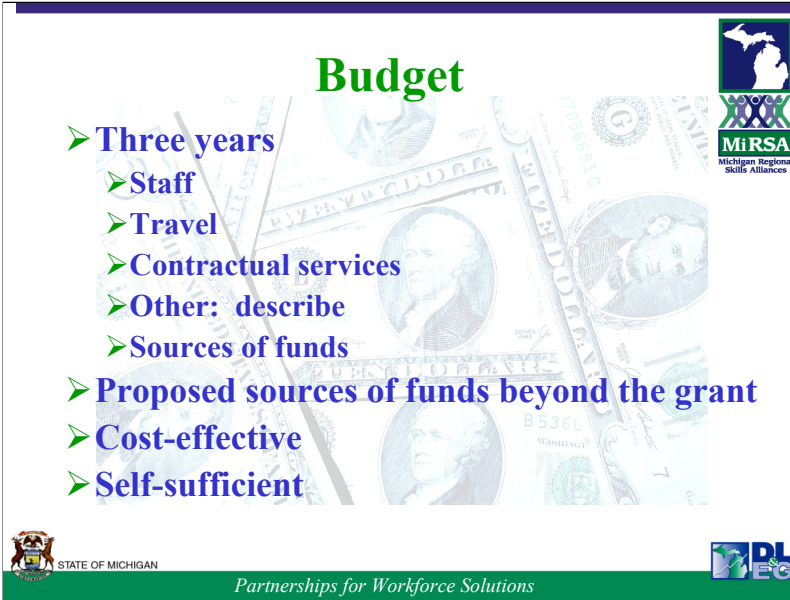
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We talked about RSAs do not happen spontaneously, nor does maintaining them. We assume and expect that there will be some staff to support the RSA. You can use the grant or other resources to support staff.

Applicant must provide biographies or resumes for the personnel that will be assigned to the project. We will be looking particularly for experience on project similar to a RSA and the amount of time dedicated to the RSA.



Budget

- Three years
 - Staff
 - Travel
 - Contractual services
 - Other: describe
 - Sources of funds
- Proposed sources of funds beyond the grant
- Cost-effective
- Self-sufficient

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Need to submit a 3 year Sources and Uses of Funds budget. At a minimum it should include staff, travel and contractual costs. Other substantial expenditures should be listed under other. There should be columns identified the sources of funds for each expenditure, this can be either in-kind or monetary from employers and other RSA partners.

The budget needs to be cost effective, i.e. reasonable in relation to the outcomes expected, and adequate to accomplish the tasks proposed in the work plan.

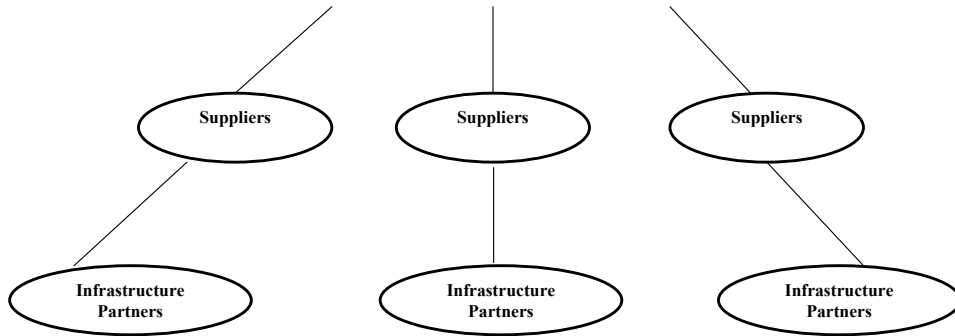
The grant funds are seed money to start a RSA. The work plan and budget must demonstrate an intention to pursue increased support from business, industry, labor, education and foundations. If a RSA is seen as valuable to employers and partners, then there needs to be away to support it continuation beyond the grant period.

MiRSA



Industry Sector Approach

Primary Industries



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Let's recap.

RSAs are an industry sector approach.

They are employer driven.

They are regional and reflect the local labor market

They are collaborative. They bring all the appropriate stakeholders, from suppliers to infrastructure partners together to solve the workforce issues.


- Infrastructure Partners can be public or private industries. Banks would be a good example of a private industry. They provide financing for businesses.
- On the public side, the Department of Transportation could be considered an infrastructure partner – they maintain and provide road systems for the transportation of goods for businesses.
- Education system is another infrastructure partner: community colleges provide training of the workforce.




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Convener

- **Proposal development**
 - Review LMI and area needs
 - Mobilize industry sector
 - Discuss, assess and prioritize
 - Identify strategies
 - Prepare application
- **Process facilitator**
 - Implement



MiRSA
Michigan Regional
Skills Alliances



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Proposal Development

The first step should be a review of the labor market information and area needs. Are there workforce needs? What are the needs?

Mobilize the Industry Sector – bring to the table the businesses, suppliers and Infrastructure partners

Discuss, Assess, and Prioritize – Define the problem, define the skill needs

Identify Strategies – to address the defined problem

Prepare application

Process Facilitator

Facilitate the implementation and not to lead it or direct it.

Q & A



- E-mail to rsa@michigan.org by June 17
- All questions and answers posted weekly
 - Last posting will be June 25, 2004
- www.michigan.gov/rsa



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Outside of the pre-bid workshops, all general RFP questions need to be submitted by email to rsa@michigan.org. The last day for question submittal is June 17.

We will post RFP questions and answer weekly on the website. The last posting will be June 25.

There is no deadline for submittal of LMI requests and the answers to all LMI requests will also be posted on the website.

In fairness to all applicants, we request that you submit all your questions after this session through email.

Timeline



May 10 – RFP released

June 17 – Questions due

June 25 – Q & A final posting

July 9 – Applications due

Around Labor Day – Announce grantees



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Follow slide

Combining Applications



- **Multiple applications for same industry sector/region**
 - **May be asked to combine proposals**



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We encourage all parties to work together on a single application. If we receive applications for the same sector/region, we reserve the right to request that the proposals be combined.

Evaluation



- **Conducted by W.E. Upjohn Institute for Employment Research**
- **24-month period**



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All grantees will be required to work with Upjohn to develop and implement an evaluation process and participate in reporting requirements a 24 month period.

Grant Implementation



- Two-day session for all grantees in October
- Ongoing technical assistance will be provided
- Learning networks



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2 day session in October for grantees

Learning Networks

round tables

networking forums

If there are no additional questions, at this time I would like to introduce Bruce Weaver who will cover resources available for grant applicants.



Good afternoon.

Identify yourself

We have discussed in some detail today the purpose and goals of Regional Skills Alliances, why MiRSAs are important and how they are developed, as well as details on the application process itself.

I will be providing information on a variety of resources that may assist you in identifying the focus of your RSA, and communicating the economic significance of your RSA in your proposal.

Why Is Information Vital to the Formation of MiRSAs?



- **MiRSAs are designed to:**
 - **Address worker and skills shortages**
 - **Focus on a specific industry of local significance in a defined, economically integrated geographic area**
 - **Application process requires information on the industrial and geographic focus of the proposed MiRSA, as well as local skill needs**



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The most basic question is; why is information from a variety of sources vital to the formation of a Regional Skills Alliance?

The answer to this has been addressed already by the prior speakers; a successful MiRSA will need to:

Address worker & skills shortages

It will need to identify a key industry or cluster of industries with real significance to the regional economy

And it will need to define the scope of the regional economy. Participating firms will draw workers from a regional pool of workers who live in or commute to work

How Can Information on the Labor Market Assist in the Application Process?



- **Regional Profile for Industry Targeting**
- **Information on occupations and skills**
- **Labor Market Information resources**
- **Technical assistance**



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Our Office of Labor Market Information within DLEG produces a substantial volume of data on local economies and labor markets. Much of this presentation will highlight what information is available to you now on key indicators you may need, whether it be data produced by DLEG or by other information sources.

Besides such resources available to all applicants, you should make full use of information sources available locally, such as information from local employers, and other major regional players. Qualitative information from the partners involved in your RSA team is often very useful and can fill in many gaps not addressed by the official data sources.

I will cover 4 major labor market information sources today:



Regional Profile For Industry Targeting



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As I describe the *Regional Profiles For Industry Targeting* , please note that copies of profiles are in your packet of information and are also available on the RSA website.

It is important to note that these profiles are for information purposes only.

As a grant applicant, you are encouraged to select MiRSA boundaries that are economically integrated regions reflecting workforce availability. Your grant proposal may reflect regions and industries not captured in the profiles.

What Is the Regional Profile?



- **Produced for 12 geographic regions statewide**
 - **Your proposed MiRSA region may differ.**
- **Lists current labor market indicators**
- **Provides industry job trends**
- **Identifies potential target industries**
 - **Your industry of concentration may differ.**
- **Provides occupations and skill details for three specific industries**



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The *Regional Profiles for Industry Targeting* have been developed for 12 geographic regions within Michigan.

Of course, the boundaries of your proposed RSA may differ from those reflected in the profile, but even if it does, the profiles should provide you with some information on key local industries, occupations, and economic indicators.

Each profile provides current labor market indicators and industry job trends for the local region, and also provides indicator comparisons for Michigan and the nation.

Four different groups of potential target industries are identified and three individual industries from those groups are profiled in greater detail, by providing information on key occupations and their required skills.

Regional Profiles for Industry Targeting Available for:



- Benton Harbor
- Flint-Saginaw
- Jackson
- Kalamazoo-Battle Creek
- Lansing
- Mid-Central
- NE Lower Michigan
- NW Lower Michigan
- Southeast Michigan
- Thumb
- Upper Peninsula
- West Michigan



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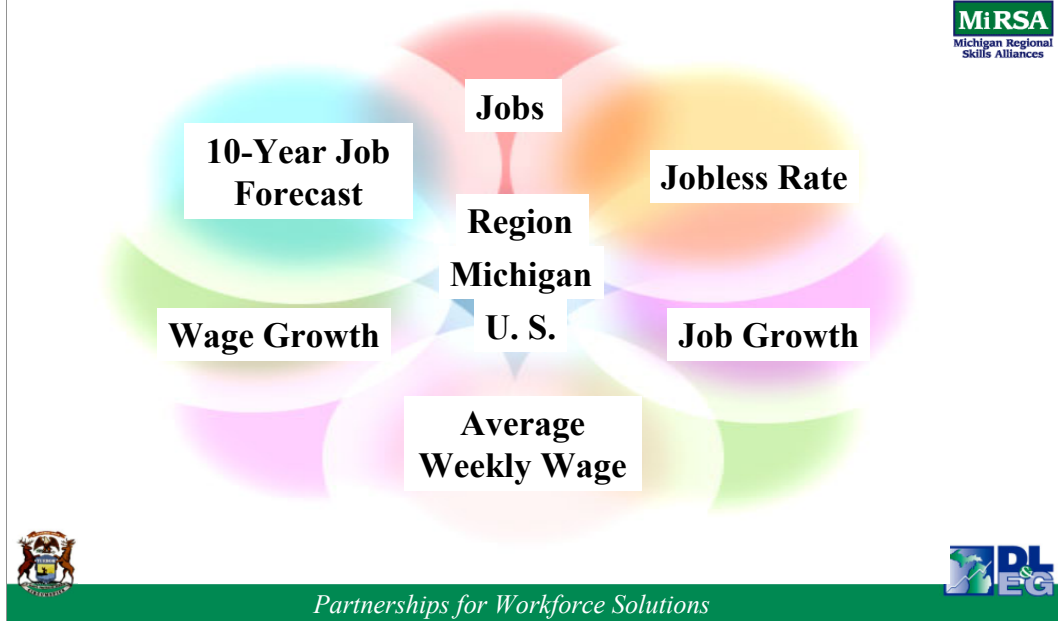
The regional profiles, for analysis purposes, divide the state's 83 counties into the 12 geographic regions shown on this slide. The regional profiles specifically identify the counties included within each region.

These regions would all be appropriate for RSAs, but again these profiles are designed to provide applicants with relevant economic data. Grant proposals may reflect regions and industries not captured in these profiles.

As was mentioned earlier, MiRSAs can be built

Current Labor Market Indicators

(Profile – Page 1)



On the first page of the profile you will find current labor market indicators.

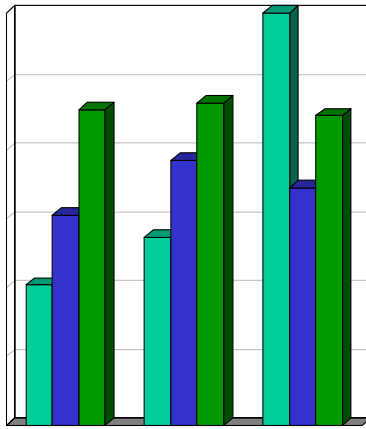
This table compares regional performance with state and national trends and includes the current jobless rate and the average weekly wage for private sector industries.

We calculated the rate of growth over the past two years for both of these indicators as well as the local growth rate of total industry jobs. Also provided in the table is the expected 10-year forecast growth rate for total jobs in all industries.

These indicators provide some of the necessary information to evaluate the overall performance of the regional economy as it compares to the state and national economy.

Industry Job Trends

(Profile – Page 1)



- Major industry sectors
- Employment trends
- Share of total jobs
- Area comparisons
 - Region
 - Michigan
 - U. S.



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Industry Job Trends, the second table on page 1, contains the two-year growth rate in employment for several major industry sectors. This will allow you to compare the pace of job gains locally in specific industry sectors with Michigan and the U.S. It will quickly show local industry sectors with recent job gains or losses.

We've also included the percent distribution of jobs in each of the major industry sectors. Why is this important? Well, the share of jobs by industry is a key determinant of overall income in a region. Large shares of jobs in high wage sectors will produce an above average income stream for a region. Additionally, these shares help demonstrate

Potential Target Industries

(Profile – Pages 2-3)



- Core industries
- Developing industries
- Underrepresented industries
- Competitive-advantage industries



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The tables for potential target industries are on pages 2 and 3 of the profile.

We used various regional and national indicators to sort the local area's industries into four distinct categories, including core, developing, under-represented and competitive-advantage industries.

For space reasons, the profiles do not list all the industries that could have qualified in the categories on this slide. Only some of the more favorable industries in each category were selected for display. However, as we will discuss later, information on industries in these regions that are not reflected in these tables will be available upon request.

Core Industries

(Profile – Page 2)



- **Region has higher local share of jobs than nationally**
- **May bring in income from outside region, generating local jobs**
- **Often form basis for regional industry cluster**
 - **Suppliers and support firms locate in region due to core industry's presence**



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The first set of industries displayed on page 2 of the profiles are called Core industries.

The purpose here is to identify industries with a higher share of jobs in the local economy than the industry produces in the national economy. If an industry has a greater than average share of jobs in a given industry, that industry may be a Core sector because it is generating jobs above and beyond what is typically needed to support local needs.

So why does that make core industries important?

These are often the base industries that bring in income from outside the region, thus generating additional local jobs throughout other sectors.

They can also form the basis for regional industry clusters, as

Developing Industries

(Profile – Page 2)



- **Region's share of jobs advancing faster than national average**
- **May represent emerging industry**
- **Generally reflect positive wage and employment patterns**



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Developing industries are defined as industries whose regional share of jobs is advancing faster than the average for that industry nationally. In other words, these industries locally are outpacing the nation in terms of job growth.

Developing industries can also be important target industries, but for different reasons than core industries.

A Developing industry may represent an emerging sector with potential steady gains in regional importance. In general, the developing regional industries shown in the regional profiles also reflect a positive trend in wage and job growth when compared with the national trend for that industry.

Underrepresented Industries (Profile – Page 3)



- **Not currently concentrated in region**
 - **Below-average share of jobs**
- **Positive long-term national outlook**
- **Region may benefit by increasing local employment share**



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Under-represented industries, on page 3 of the profiles, are those not currently concentrated in the local region. They have a below average share of jobs when compared with similar industries nationally, so they are the opposite of a core industry.

In the profiles, we have highlighted under-developed industries that have a positive long-term employment outlook at the national level.

This means Under-represented industries are important because they may reflect industries with positive long-term job prospects that the region may benefit from if steps can be taken to increase local employment share.

Competitive-Advantage Industries

(Profile – Page 3)



- **Regional trends are favorable when compared to national trends.**
 - **Industry wage**
 - **Industry employment size**
 - **Industry employment growth**
 - **Competitive employment performance**



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The last set of target sectors in the profile are called competitive advantage industries.

These industries are particularly attractive because they rank high in several important variables beneficial to the regional economy and its workforce. They have a high combined rank in wage, employment size, employment growth and competitive employment performance.

The benefits of competitive-advantage industries are clear; they represent a combination of good indicators; they are likely to have a local employment performance above what would be expected from national trends, they supply some jobs with positive wages, they provide a reasonably high number of jobs locally, and may have a

Detailed Industries

(Profile – Pages 4-6)

- Three detailed industries per region
- Comparable indicators for region, Michigan and U. S.
- Three major occupations
 - Average wage
 - Specific job tasks
 - Knowledge requirements
 - Skills and abilities



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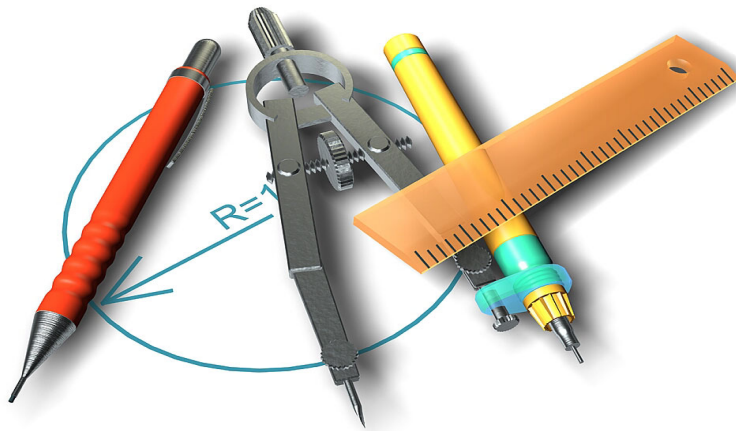
The last three pages of the regional profile include three specific industry profiles. Many industries could have been chosen for these pages; these are just examples. The profiles provide current labor market indicators and primary occupations for each individual industry.

The labor market indicators provide national, state and regional comparisons for the specific industry's average weekly wage as well as the growth rates for jobs and wages. The newly released national forecast job growth rate for the detailed industry is also included.

As the profile up to this point has focused on industries, we felt it was important to include some occupational and skills information as well.

We selected three occupations important to each specific industry.

Occupations and Skills



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There are many other sources of information that may be helpful in the determination of the makeup of an RSA.

We have covered the contents of the Regional Profiles, and now I would like to briefly outline sources on occupational and skills information.

Besides information on target industries, data on key regional occupations and the skills they require will be essential to Regional Skills Alliances.

Industries that provide career ladders for entry level workers that allow them to progress upward as they

Where to Find Information on Occupations



- **Employment levels by detailed occupation**
 - State and regional www.michlmi.org
- **Occupational forecasts (job outlook)**
 - State and regional: www.michlmi.org
 - National: www.bls.gov/emp/home.htm
- **Industry staffing patterns**
 - Online at www.bls.gov/oes/home.htm



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The Occupational Statistics Program provides details on the current number of workers in specific detailed occupations. It also is used as an input in our forecasts of future employment levels by occupation and the expected job growth rate.

This information is important because it will identify large regional occupations, and expected growth jobs in your region to the year 2010.

Another useful feature of the occupational forecasts is that they provide data on the number of annual job openings in detailed occupations in your local region. It is important to know that the majority of job openings in the economy do not occur due to growth in employment, but are due to the need to

Where to Find Information on Occupations



➤ Occupational wages

➤ State and regional averages:

www.michlmi.org

➤ National: www.bls.gov/oes/home.htm

➤ National, state and regional percentile groups: www.acinet.org



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At the LMI website you can access average wage data for occupations in Michigan , its metro-areas and five out-state regions.

National averages are posted at the BLS website. The national occupational wages can also be drilled down to display wages for the same job title in different industries.

If you're interested in ranges of wages for a particular occupation, you'll find that information at the America's Career InfoNet website. Wages are listed for the 10th through the 90th percentiles and are also available for Michigan, its metro-areas and regions, and the nation.

Labor Market Information
Labor & Economic Growth

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CUSTOMERS

- Employers
- Educators / Workforce Developers
- Economic Developers
- Job Seekers / Students
- Researchers / Analysts
- Even More Info!

LABOR SUPPLY Critical Occupations

Skills Profiler

Welcome

We are the Michigan Department of Labor and Economic Growth, Office of Labor Market Information (LMI). We are the official source of a wide array of information on Michigan's labor market.

Whether it's information on jobs, unemployment, wages, industries, or occupations, this site is here to serve you.

A New Look!

Customer Menu

Offers several products of use to specific customer groups.

Topic Menu

A complete inventory of the site contents will appear organized by topic area.

Select these menus using the links at the top of the screen.

Quick Stats

Michigan Unemployment Rates

(Seasonally Adjusted)

January 2004	6.6 %
Change Over Month	- 1.0
Change Over Year	0.0

Michigan Payroll Jobs

(Seasonally Adjusted)

January 2004	4,378,000
Change Over Month	- 14,000
Change Over Year	- 72,000

Detroit Consumer Prices

February 2004	183.4
Change Over Year	+0.5%

What's New?

- January 2004 Area Jobless Data
- ES 202 Industry Jobs - 2nd Qtr 2003
- 2002 Occupational Emp. & Wages
- Labor Supply - Critical Occupations

LMI Quick Links

- < [Employment Snapshot](#)
- < [Occupational Wages](#)
- < [Job Outlook](#)
- < [County/City](#)
- < [Unemployment](#)
- < [Industry Jobs](#)
- < [Industry Forecasts](#)
- < [Critical Occupations](#)
- < [Talent Bank Profiles](#)
- < [Area Trend Series](#)
- < [Career Pathways](#)
- < [Employer Locator](#)
- < [Publications](#)
- < [LMI Conferences](#)
- < [Help & Links](#)
- < [Current Employment Statistics \(CES\)](#)

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<http://www.michlmi.org>

This slide demonstrates what the home page looks like the the Michigan LMI website of www.michlmi.org. The Quick Links on the right side of the home page (see red arrows) will provide you with easy access to occupational information I just discussed.

AMERICA'S

CAREERINFONET 

Informed Career Decisions

Smart career decisions
start here!

A Component of CareerOneStop

CAREERONESTOP

CAREER INFO**NET** 

JOB BANK

SERVICE LOCATOR

[Site Map](#) | [Help](#)

Welcome to America's Career InfoNet!

Smart career decisions start here! Find wages and employment trends, occupational requirements, state by state labor market conditions, millions of employer contacts nationwide, and the most extensive career resource library online.

Career Information

General Outlook

General job market trends for different education levels.

Wages and Trends

Wage and occupational trends for your selected state and occupation.

What it Takes

Find important knowledge, skills, abilities, tasks and more for your selected occupation.

State Information

State demographic and economic information, as well as links to education, cultural and recreation resources.

Customized Report

We selected some of our most popular reports and combined them into an easy-to-use Customized Report.



Career Spotlight

View detailed information about **Lawyers** in our Career Spotlight.

Did You Know ...

You can find **online career resources for diverse groups.**

Find It By Topic

Employment Center

Relocation Center

Financial Aid Center

Skills Center

Business Center

Training & Education

Testing & Assessment

Labor Market Info

Career Tools

Newsroom

Outreach and Teaching Materials

Career Resource Library

[Browse By Subject](#)

State Gateway

<http://www.acinet.org>

America's Career InfoNet is an extensive online career resource library. In addition to the career information listed here, you'll find nearly 450 career videos showing real people doing real work, and industry videos describing selected careers within the industry.

To locate wage data, you can use the Quick Link indicated here.

Where to Find Information on Skills



➤ O*Net

- Skills-based occupational information network
- Comprehensive database of job characteristics and requirements
 - Knowledge
 - Skills and abilities
 - Specific job tasks
- Online at <http://online.onetcenter.org>



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What about information on the most important skills required for specific occupations. That and much more is provided by the O*NET system.

O*Net is a skills-based Occupational Information Network. O*Net offers assessment tools for career exploration and contains many other useful features and resources. It is a comprehensive database of occupational characteristics and requirements featuring knowledge, skills & abilities, and specific job tasks.



ONET allows you to specify a specific set of occupations, and receive very detailed skills information ranked by importance and the level of knowledge in key skill areas required.

Alternatively, users can start with a set of skills and generate a list of occupations that utilize those skill sets.

This system will help you make the connection between an industry of interest, its primary occupations, and the skill sets needed by the workforce in those occupations.

Additional Applicant Resources



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Other information sources relevant to the RSA identification process includes industry information, firm level contact data, information on labor supply, and data on special target population groups.

Where to Find Information on Industries



- **Industry jobs (online at www.michlmi.org)**
 - **Current Employment Statistics (CES)**
 - Monthly estimates for Michigan & metro areas (MSAs)
 - Jobs and hours & earnings data by industry
 - **Quarterly Census of Employment & Wages (ES-202)**
 - Quarterly estimates for Michigan, MSAs, regions and counties
 - Number of establishments, jobs and average weekly wage



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Detailed information on industries can also be found at the LMI website.

The Current Employment Statistics program provides monthly estimates of industry jobs, earnings and hours worked. The data is available for Michigan and the state's metropolitan areas. This source generates the most timely industry information.

A second source of information industry employment and wage data is the Quarterly Census of Employment and Wages, or ES-202 database. The ES-202 provides information on more detailed industries than the CES program and is available quarterly.

The ES-202 data is also available at a more detailed geographic level, as it is published at the county level, and can be aggregated

Where to Find Information on Industries



➤ Industry forecasts

- State and regional: www.michlmi.org
- National: www.bls.gov/emp/home.htm

➤ Employer Locator

- Regional database; can link from www.michlmi.org
 - Locate firms by city within a specific industry
 - Locate firms by city employing a specific occupation



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Industry forecasts are useful to highlight those industries that are expected to contribute the most jobs to the regional economy, and those forecast to show the best employment growth rates.

State and regional forecasts can be found at the LMI website. The National forecasts are available on-line at the BLS website.

The Employer Locator is a regional database containing information on over 12 million US employers. This may be a useful tool to identify specific firms within a detailed industry in your region. You can also search the database by occupation and find the firms who employ workers in that occupation locally.

E mployer L ocator	
Employer Locator - Report	
Go to Printer-Friendly Version	
Company Name:	GREAT AMERICAN DISPOSAL CO
Key Contact:	Jim Riley, Manager
Street Address:	348 Us Highway 41 E Negaunee, MI 49866-9625
	 View Street Map
Phone Number:	(906) 475-5260
Business Description:	Garbage Collection
Primary Industry:	Refuse systems
Size of Employer:	5 - 9
To return to the Employer Search Results page, click on BACK .	
	This database contains listings of nearly 12 million U.S. employers. The employer information is provided by infoUSA?, Omaha, NE, 1-800-555-5211. Copyright? 2003. All Rights Reserved.
www.michlmi.org	

Here's a sample of the information available from the Employer Locator database.

It includes the Company name and contact information, number of employees, and a description of the business and its primary industry classification.

You can link to this database from the LMI website.

Another key source of information on specific employers in your region in your target industry will be some of the key partners you will develop in your RSA effort. Be sure, for example, to make use of your local economic developers or chambers of commerce as a resource for identifying local firm information.

Where to Find Information on Labor Supply



- **Total labor force and number of unemployed job seekers**
 - **County/city unemployment: www.michlmi.org**
- **Regional job applicant characteristics**
 - **Talent Bank profiles: www.michlmi.org**



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Information on the regional labor supply is another important component to utilize.

These vary from basic measures such as the size of the regional labor force and the current number of unemployed residents to the characteristics of job applicants in the Michigan Talent Bank system. These characteristics include the occupational distribution of the applicant pool and their educational attainment.

Where to Find Information on Labor Supply



- Program enrollments and degrees awarded
 - High schools: www.michigan.gov/cepi
 - Community colleges: www.michigancc.net
 - Colleges and universities: IPEDS database at www.michigan.gov/hal
- Survey of Labor Supply for Michigan Critical Occupations
 - Online at www.michlmi.org



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Labor Market Information

Labor & Economic Growth



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An Official State of Michigan Web Site

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[Even More Info!](#)

LABOR SUPPLY
Critical
Occupations

Skills
Profiler

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<http://www.michlmi.org>

Where to Find Information on Target Populations



- **Annual Planning Information Report**
 - Online at www.michlmi.org
- **U. S. Census Bureau**
 - Online at www.census.gov



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Potential target populations include:

Low income jobseekers

Low wage workers

Disabled workers

Welfare recipients

Displaced Workers

Workers with Transportation issues

Workers with childcare issues

Where to Find Other Related Information



- U. S. Census Bureau: www.census.gov
- Bureau of Labor Statistics (BLS):
www.bls.gov
- Federal statistics (FedStats):
www.fedstats.gov
- Bureau of Economic Analysis (BEA):
www.bea.doc.gov



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Technical Assistance



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In this final section, we will cover the technical assistance services that will be available during the application process.

Types of Labor Market Information Assistance



- **Questions on Regional Profiles for Industry Targeting**
- **Labor market indicators or profiles for alternative regions**
- **Economic variables on specific industry(ies) defined by an applicant**



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This slide outlines the type of labor market information assistance the state will be able to provide on request during the proposal process itself.

Requests for assistance will be addressed in the order in which they are received, so you will want to begin your information collection process early in the application period.

We will of course answer applicant questions on the Regional Profiles for Industry Targeting.

If information is desired for alternative geographic regions, we will be able to supply applicants with certain basic economic indicators on industries or a regional profile.

What Variables Are Available for Specific Industries?



- **Number of jobs**
- **Employment change**
- **Average weekly wage**
- **Average weekly wage change**
- **Location quotient**



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This slide outlines the basic variables available for industries of interest.

Job levels, employment growth rates, industry wage levels, changes in local industry wages are all available.

The location quotient is a measure of the relative concentration of jobs locally in an industry.

Information Requests



- Be sure to specify the region or county(ies) desired
- Be sure to indicate the industry(ies) requested
- Requests for technical assistance must be e-mailed to lmi@michigan.org



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Information requests should be as detailed as possible.
At a minimum, be sure to specify:

First, the region or county(s) you are requesting information for

Next, if you have a specific industry or industry(s) in mind, define these as specifically as possible

As was stated earlier, we will only be able to accept technical assistance requests via email. For labor market information related requests, send them to lmi@michigan.org.

MiRSA Web Site – The Project “Nerve Center” Home Page

**Michigan Regional Skills Alliances**
Labor & Economic Growth

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Workforce Solutions**

"A win-win
for employers, workers
& the communities."
Governor Jennifer Granholm

Michigan Regional Skills Alliances
Globalization of the economy, rapid technological change, and changes in labor force demographics are among the major factors affecting businesses and workers in the 21st Century. Many businesses find it difficult to remain competitive in their industries. MiRSAs are specifically designed to meet these workforce challenges.

What You Need to Know

- [What are Regional Skills Alliances?](#)
- [How Do RSAs Work?](#)
- [What Grants Are Available?](#)
- [What is the Grant Application Process?](#)
- [When Must My Application and Attachments Arrive in the MEDC Office?](#)
- [How Will Applications Be Reviewed And What Are The Next Steps?](#)
- [Whom Can I Contact for Assistance?](#)
- [Want to Learn More?](#)

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RFP Downloads

- [Download the Entire RFP and Application \[PDF Version\]](#)

MiRSA Quicklinks

- > [Office of the Governor](#)
- > [Michigan Economic Development Corporation](#)
- > [Labor Market Information](#)
- > [Michigan Career Portal](#)
- > [Michigan Talent Bank](#)

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The Governor's Vision

The Governor

Reshaping Michigan's Workforce

No issue is more central to Michigan's economic vitality than the strength and innovation of our workforce. Consequently, strategic workforce investment must be at the heart of our economic development strategy. Michigan is serious and getting smart about meeting its economic and workforce challenges. Michigan will continue to gauge its work with the best in the country.

> [More](#)

Developing a 21st Century Workforce

Our Determination, Our Destination: A 21st Century Economy

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Research & Reports

- About these resources:
These resources are intended to provide additional information on other collaborative partnerships similar to Michigan's Regional Skills Alliances.
- Workforce Development Research**
 - Healthcare Studies
 - Manufacturing Studies
- Reports**
 - Cooperative Home Care Associates: A Case Study of a Sectoral Employment Development Approach (2002)
 - The Department of Labor Sectoral Employment Development Demonstration
 - Gearing Up: An Interim Report on the Sectoral Employment Initiative

MiRSA Quicklinks

- > Office of the Governor
- > Michigan Economic Development Corporation
- > Labor Market Information
- > Michigan Career Portal
- > Michigan Talent Bank
- > Public-Private Ventures: Workforce Development
- > Wisconsin Regional Training Partnership
- > The Working for America Institute
- > Workforce Strategies Initiative

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Technical Assistance

- Overview**

As a part of the application process, applicants for the Michigan Regional Skills Alliances (MiRSA) grants must identify a key local industry important to the regional economy. Regional Profiles for Industry Targeting, produced by the Department of Labor & Economic Growth (DLEG), are provided to assist with this task. These profiles include detailed employment and wage data on a variety of industries. Core, developing, underrepresented, and competitive-advantage industries are identified, and occupational wage and skills information is also included for a sample of industries.

Important note: Because grant applicants are encouraged to define an economically integrated MiRSA region with boundaries determined by industry and workforce data, applicants may request a customized profile for the specific region identified. To request a customized profile, or to receive employment and wage data on a specific industry(s) in a specific region, please email us at tal@miichigan.org.

[More](#)
- Regional Profiles for Industry Targeting**

Grant applicants are encouraged to select Regional Skills Alliance boundaries that are economically integrated regions reflecting workforce availability. Grant proposals may reflect regions and industries not captured in the profiles.

 - Upper Peninsula
 - NE Lower Michigan
 - NW Lower Michigan
 - Flint-Saginaw
 - Thumb
 - Mid-Central
 - West Michigan
 - Lansing
 - Jackson
 - Kalamazoo-Battle Creek
 - Benton Harbor
 - Southeast Michigan



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Michigan Regional Skills Alliances Pre-Bid Workshop



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Good afternoon! My name is Brenda Njiwaji, I am the Interim Director of Workforce Programs in the Dept. of Labor Economic Growth.

On behalf of our director, David Hollister, I would like to welcome you to the first Michigan Regional Skills Alliance Pre-Bid Workshop. **Director Hollister is unable to be here today, due to previously scheduled meetings. However, he sends his greetings & best wishes for a successful workshop.**

I would like to **thank Career Alliance, our local Michigan Works! Agency here in Flint**, for allowing us to use their facility today.

Today, we take the first steps in the development of Michigan RSAs. RSAs are locally managed partnerships formed to address strategic workforce issues that affect groups of firms in the same industry in a specific region.

The State of Michigan, in partnership with the Charles Stewart Mott Foundation, will provide one-year startup grants totaling \$1,050,000 for initial development of up to 12 RSAs across the state.

At this time, I would like to **recognize Jack Litzenberg, Senior Program Officer from the Mott Foundation. Would you like to say a few words, Jack?**.....

We have a full agenda with a lot to cover so let's begin with an introduction